

Suggested Reading for Professional Scrum Master™

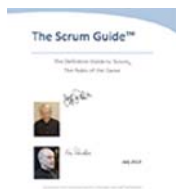
Achieve Success Through Servant Leadership

The Scrum Framework

Scrum theory includes time-boxing, and specific roles, rules, and artifacts. All elements of Scrum complement each other to form a consistent whole. All work is performed in Sprints. All base rules, events, and roles are described in the Scrum Guide (<http://www.scrumguides.org>), the acknowledged Scrum body of knowledge. Each part of Scrum ties back to the principles and theory.

This is foundational knowledge for every Scrum Team member and anyone involved with Scrum. Scrum Masters additionally know how to explain, teach, coach and facilitate the proper use of the Scrum framework. Scrum Masters assure the effective and consistent use of rules of Scrum, preventing them from falling apart.

Suggested Reading



(<https://www.scrum.org/Scrum-Guide>)



([http://www.amazon.com/Agile-Software-](http://www.amazon.com/Agile-Software-Development-Scrum-Series/dp/0130676349/ref=sr_1_1?ie=UTF8&qid=1389225712&sr=8-1&keywords=agile+software+development+with+scrum)

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Scrum Theory and Principles

Scrum is founded on empirical process theory to deal with the complexity typical to software development. All principles and values of Scrum are based on the fundamental view of software development as creative and complex work.

Scrum Masters know how Scrum implements empiricism in software development. They explain how the Scrum principles tie back to the empirical nature of Scrum, and how they are fundamentally different from those of more traditional software development approaches.

Scrum Masters understand the impact of the transparency that Scrum brings and requires, and how Scrum is best used to increase an organization's agility.

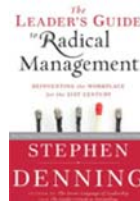
Suggested Reading



(<http://hbr.org/1986/01/the-new-new-product-development-game/ar/1>)



(<http://hbr.org/2007/11/a-leaders-framework-for-decision-making/>)



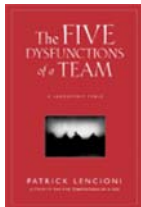
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Cross-functional, Self-organizing Teams

Scrum Teams are self-organizing and cross-functional; which is very different from traditional development groups.

Scrum Masters understand the people aspect of Scrum, how to work with people. Scrum Masters understand how Scrum Teams are formed. Scrum Masters have the tools and ideas to get Scrum teams going, guide them along the way and help them continuously self-develop to become successful through better collaboration.

Suggested Reading



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Coaching and Facilitation

Scrum Masters are servant-leaders, with skills and tools to coach teams and organizations in understanding and applying Scrum. They master several techniques for coaching, conversation, and facilitation in order to help people, teams, and organizations discover what works best for them.

Being a Scrum Master requires specific skills and traits. The overall behavior of a Scrum Master is very different from a project manager or team leader in a traditional environment.

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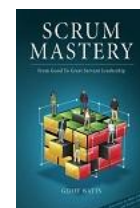
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(<http://www.amazon.com/Scrum-Mastery-From-Great-Servant-Leadership/dp/0957587406>)



Scrum at Large

Scrum Masters can identify waste and scaling options within a team to increase the effectiveness of the team in delivering releasable software.

Scrum Masters can guide an organization in scaling to multiple Scrum Teams working on one software product and in aligning development on product lines or multiple interconnected products.

Suggested Reading



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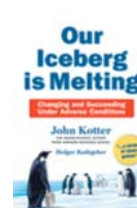
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